

Effect of Public Service Motivation and Competence on Staff Performance with Professionalism as Intervening Variable

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ABSTRACT

Objective: This research aims to examine the effect of public service motivation and competence on staff performance with professionalism as an intervening. **Method:** This research can be classified as explanatory research. The research population was all 80 staff at the Jember Regency Regional Disaster Management Agency (BPBD) and sampling used saturated sampling. The analytical model used in this research is Structural Equation Modeling (SEM) analysis with the help of WarpPLS software. **Results:** Results of the research state that public service motivation and competence has significant effect on the professionalism. Competence has significant effect on the staff performance. Public service motivation has insignificant effect on the staff performance. Professionalism has significant effect on the staff performance. Public service motivation and competence has significant effect on the staff performance, mediated by professionalism. **Novelty:** This research tries to test a model related to human resources performance by involving public service motivation and professionalism as intervening.

INTRODUCTION

Bureaucratic reform, which has been underway since 2008, is considered to have not been able to provide meaningful changes at the level of government, both at the central and regional levels. As reform means changes to an existing system, government officials are required to be able to adapt to change efforts as part of implementing bureaucratic reform. The strategic role of government officials as implementers of bureaucratic reform in Indonesia requires government officials to not only involve behavioral changes and learning processes regarding the changes themselves, but also involve professional decision making which has an impact on the implementation of bureaucratic reform [1].

The success of an organization cannot be separated from the role of effective and efficient human resource management. Human resources (HR) in an organization are a very determining factor in achieving organizational goals, both government and organizational. Seeing the important role of the State Civil Apparatus (ASN), the quality of ASN is an aspect that must be considered. This provides an opportunity for ASN who have high skills and achievements to improve their abilities professionally and compete healthily in building a career in an organization [2].

The existence of limited human resources (HR) will hinder the achievement of organizational goals. Human resource development in the government sector is a necessity for a bureaucratic organization. The continued ability and willingness of employees to always follow the direction of changes and developments in the environment is necessary so that the organization can achieve its stated goals [3]. The

performance of government organizations in the public sector is the topic of various studies in the field of human resources conducted by government institutions, practitioners and academics. Performance in an organization is considered to be one of the benchmarks for achieving organizational goals. Performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets or criteria that are determined in advance and have been mutually agreed upon [4]. According to [5], there are two main factors that influence individual performance, namely ability and work motivation of the individual. Referring to this opinion, this research is about performance involving aspects of professionalism, motivation and leadership.

Efforts to realize good governance require professionalism from government officials. Professionalism emphasizes the abilities, skills and expertise of government officials in providing responsive, transparent, effective and efficient public services. Professionalism reflects the competence of officials who can be effective if supported by an appropriate level of knowledge based on educational background and workload responsibilities [6]. According to [7], professionalism is a term that refers to a mental attitude in the form of commitment from members of a profession to always realize and improve their professional quality.

How public sector organizations can motivate ASN as employees is a key question in public management that deserves attention. Motivating public employees to help others and safeguard the public interest is also essential to creating a strong and compassionate civil society. Public services motivation (PSM) is one of the few scientific developments in the field of public administration that may be substantial enough to meet these criteria [8]. PSM can be interpreted as an individual's orientation to provide services to society with the aim of doing good for other people and society [9]. Highly motivated employees, driven by the belief that their work serves a greater purpose and a broader community, can increase the effectiveness of public service delivery with limited government resources. Therefore, PSM is clearly of concern to practitioners seeking to increase the effectiveness of public organizations and improve employee recruitment and retention practices.

Competence is related to everything humans know about themselves and their environment. This is obtained by humans through the five senses through a series of human experiences themselves. [10] argues that competence is a treasure of mental wealth that can directly or indirectly enrich human life. With competence, humans can solve various kinds of problems they face so that competence has a very important meaning in human life. According to [6], explains that competence is the ability and willingness to carry out a task with effective and efficient performance to achieve organizational goals.

This research is based on empirical research on factors that influence performance which provides a research gap, where the testing model involves different variables and obtains inconsistent findings. Research that examines the relationship between professionalism and performance includes [11]–[20]. Several studies have shown that

PSM is generally associated with better job and organizational performance [21]–[32]. Research that examines the relationship between competence and professionalism and performance includes [33]–[42].

Employee performance problems are a serious problem to be addressed. The performance of ASN will have an impact on public services, which currently still have many weaknesses so that they cannot meet the quality expected by the public. This is indicated by the existence of various public complaints, whether conveyed through the mass media or directly, which can give rise to an unfavorable image of government officials. Referring to the description above, this research seeks to examine the influence of public service motivation and competence on employee performance with professionalism as an intervening.

RESEARCH METHOD

This research is classified as explanatory research which is intended to explain causal relationships and test the relationship between several variables through hypothesis testing or explanatory research [43]. The population in this study was all 80 staffs at the Jember Regency Regional Disaster Management Agency (BPBD). The sampling technique in research is a saturated sample. According to [44] that saturated sampling is a sampling technique when all members of the population are used as samples.

This research involves three variables, namely exogenous variables (public service motivation and competence), intervening variables (professionalism), and endogenous variables (employee performance). Operational measurements of these variables can be seen in Table 1.

Table 1. Identification and measurement of research variables.

| No | Variables | Indicators |
|----|---|--|
| 1 | Public Service Motivation (X ₁) | <ul style="list-style-type: none"> a. Attraction to public policy making b. Commitment to the public interest c. Compassion d. Self-sacrifice [31] |
| 2 | Competence (X ₂) | <ul style="list-style-type: none"> a. Knowledge b. Understanding c. Skill d. Value e. Attitude f. Interest [10] |
| 3 | Professionalism (Z) | <ul style="list-style-type: none"> a. proficiency in using equipment b. staff readiness in public service c. responsibility (accountability) d. discipline (obedience to applicable regulations) e. attitude of government officials [45] |

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- | | | |
|---|-----------------------|---|
| 4 | Staff Performance (Y) | <ul style="list-style-type: none"> a. Quantity of Work b. Quality of Work c. Job Knowledge d. Creativeness e. Cooperative f. Dependent ability g. Initiative h. Personal Qualities [46] |
|---|-----------------------|---|
-

The data analysis stage as a form of research hypothesis testing uses Structural Equation Modeling (SEM) with the WARPPLS statistical tool. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural models and path analysis [47].

RESULTS AND DISCUSSION

Result

Respondent Descriptive Statistics

The research respondents were 80 Jember Regency Regional Disaster Management Agency (BPBD) staff.

Table 2. Descriptive statistics of respondent demographics.

| Criteria | | Frequency (peoples) | Percentage (%) |
|-----------------|-----------------------|---------------------|----------------|
| Age | a. < 30 years old | 29 | 36,3 |
| | b. 30 - 50 years old | 38 | 47,5 |
| | c. > 50 years old | 13 | 16,2 |
| Total | | 80 | 100,0 |
| Gender | a. Male | 66 | 82,5 |
| | b. Female | 14 | 17,5 |
| Total | | 80 | 100,0 |
| Marital status | a. Marry | 72 | 90,0 |
| | b. Not Married Yet | 8 | 10,0 |
| Total | | 80 | 100,0 |
| Education Level | a. Elementary Scholl | 3 | 3,7 |
| | b. Junior High Scholl | 9 | 11,2 |
| | c. Senior High Scholl | 36 | 45,0 |
| | d. Diploma | 11 | 13,7 |
| | e. Bachelor | 15 | 18,7 |
| | f. Postgraduate | 6 | 7,7 |
| Total | | 80 | 100,0 |
| Position | a. Echelons | 13 | 16,2 |
| | b. Staf | 67 | 83,8 |

| | | | |
|------------|-----------------|----|-------|
| | Total | 80 | 100,0 |
| Experience | a. < 5 years | 18 | 22,5 |
| | b. 5 - 10 years | 38 | 47,5 |
| | c. > 10 years | 24 | 30,0 |
| | Total | 80 | 100,0 |

Source: Data processed

Structural Equation Modeling (PLS-SEM) Analysis Results

Test results with the WARPLS 7.0 program provide SEM-PLS model results as shown in the following Figure 1.

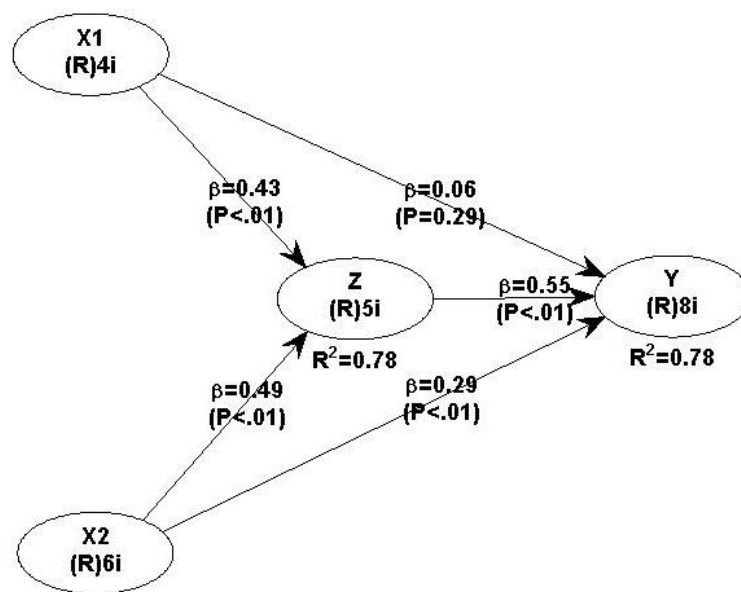


Figure 1. SEM-PLS model test result.

Direct Effect Test Results

Test results with the WARPLS 7.0 program provide SEM-PLS model results as shown in the following Table 3.

Table 3. Direct effect test result.

| | Effect | | Estimate | S.E. | P | Result |
|---------------------------|--------|-------------------|----------|-------|--------|-------------|
| Public Service Motivation | → | Professionalism | 0,430 | 0,098 | <0,001 | H1 accepted |
| Competence | → | Professionalism | 0,487 | 0,096 | <0,001 | H2 accepted |
| Public Service Motivation | → | Staff Performance | 0,062 | 0,110 | 0,288 | H3 rejected |
| Competence | → | Staff Performance | 0,294 | 0,102 | 0,003 | H4 accepted |

| | | | | | | |
|-----------------|---|-------------------|-------|-------|--------|-------------|
| Professionalism | → | Staff Performance | 0,550 | 0,095 | <0,001 | H5 accepted |
|-----------------|---|-------------------|-------|-------|--------|-------------|

Source: Data processed

The results of direct effect test show that public service motivation and competence have a significant effect on professionalism. Competence has a significant effect on employee performance, while public service motivation have insignificant effect on employee performance. And, professionalism has a significant effect on employee performance.

Indirect Effect Test Results

An indirect relationship occurs between the exogenous latent variables public service motivation (X1) and competence (X2) on the endogenous latent variable tied to employee performance (Y) and the intervening endogenous variable professionalism (Z). A summary of the indirect influence of these variables can be seen in the following table 4.

Table 4. Indirect effect test result.

| Effect | Estimate | S.E. | P | Result |
|---|----------|-------|--------|-------------|
| Public Service Motivation → Professionalism → Staff Performance | 0,237 | 0,074 | <0,001 | H6 accepted |
| Competence → Professionalism → Staff Performance | 0,4268 | 0,073 | <0,001 | H7 accepted |

Source: Data processed

The results of the influence test do not directly show that professionalism plays a role as an intervening variable in the relationship between public service motivation and employee performance. Thus, the hypothesis states that public service motivation has a significant effect on employee performance mediated by professionalism. Furthermore, professionalism acts as an intervention variable in the relationship between employee competence and performance. So the hypothesis states that competence has a significant effect on employee performance mediated by professionalism.

Analysis of the Coefficient of Determination (R²)

The R-square value describes the variation in changes in exogenous variables that can be explained by endogenous variables. Test results related to the R-square value can be seen in Table 5.

Table 5. R-Square value.

| Variables | Variables Name | R-square |
|-----------|-------------------|----------|
| Z | Professionalism | 0,781 |
| Y | Staff Performance | 0,785 |

Source: Data processed

Based on Table 5, the R-square value of the professionalism construct is 0.781 and the R-square value of the employee performance construct is 0.785. An R-square of 0.781 can be interpreted as meaning that 78.2% of the variability in changes in professionalism can be explained by the public service motivation and competency variables. An R-square of 0.785 can be interpreted as meaning that 78.5% of the variability in changes in employee performance can be explained by the variables public service motivation, competence and professionalism.

Summary of Research Hypothesis Testing Results

After analyzing the data using SEM-PLS, the following is a summary of the results of research hypothesis testing.

Table 6. Summary of hypothesis testing results.

| No | Research Hypothesis | Conclusions |
|----|--|-------------------------|
| 1 | Public service motivation has a significant effect on professionalism | H ₁ accepted |
| 2 | Competence has a significant effect on professionalism | H ₂ accepted |
| 3 | Public service motivation has a significant effect on staff performance | H ₃ rejected |
| 4 | Public service motivation has a significant effect on staff | H ₄ accepted |
| 5 | Profesionalism has a significant effect on staff | H ₅ accepted |
| 6 | Public service motivation has a significant effect on employee performance mediated by professionalism | H ₆ accepted |
| 7 | Competence has a significant effect on employee performance mediated by professionalism | H ₇ accepted |

Source: Data processed

Discussion

The Effect of Public Service Motivation on Professionalism

The research results show that public service motivation has a significant effect on professionalism. Public service motivation is closely related to awareness of the positive impact resulting from the services provided to the community, this can build public trust in the government and public organizations [48]. Government officials associate public service with dedication to serving the state, thereby giving them a special status to work for the government [8].

The role of motivation in an organization has a huge influence on employees because it can trigger employees to carry out work professionally so that organizational goals can also be achieved. According to [7], professionalism is a term that refers to a mental attitude in the form of commitment from members of a profession to always realize and improve their professional quality. Professionalism is the commitment of members of a profession to improve their professional abilities and continually develop the strategies they use in carrying out work in accordance with their profession. The most important aspect in providing services is that motivated human resources can certainly

show a professional attitude towards carrying out their service tasks. An obstacle is faced by public organizations in being able to demonstrate employees who are motivated and professional, because the focus and expectations of public organizations are centered on their employees who are tasked with controlling the functions of government. The findings of this research are in accordance with the empirical findings from [49]–[53] which state that motivation has a significant influence on work professionalism.

The Effect of Competency on Professionalism

The research results show that competence has a significant effect on professionalism. Competency is the most demanded thing for someone who has worked in a government institution. Competency is often linked to the performance results achieved by the employee himself. This can be seen from the employee's ability to achieve work output, complete work on time, commitment to work, competence in accordance with institutional expectations, and having initiative in solving problems faced in each job [45]. According to [31] a person who has a high level of competence automatically produces good quality performance or output.

An employee with a work attitude that always produces good quality performance or output is defined as a professional employee. According to [2] professionalism is a responsibility that is based on the duties and regulations that apply where the individual works. Professionalism in a job or profession has long received attention from researchers. Professionalism, seen from the meaning of the language, can have several meanings. First, professionalism means expertise, having certain qualifications, experience in accordance with the field of expertise within the company. Second, the definition of professionalism refers to a work standard, namely the moral and ethical principles of the profession [45]. The research results support empirical findings which show the influence of competence on professionalism, including [35], [37]–[39], [54].

The Effect of Public Service Motivation on Employee Performance

The research results show that public service motivation does not have a significant effect on employee performance. This means that public service motivation is not directly assessed as a determining factor in employee performance. PSM theory represents an alternative to rational choice theory which states that people's behavior is based solely on their personal interests [48]. In contrast, PSM theory argues that human behavior is not only driven by concern for oneself but also by altruistic motives and motives related to other people with the aim of doing good for society [8].

The nature of performance in the public sector is very complex because it can refer to the efficiency and effectiveness of the private sector or more specific public sector goals such as public access, transparency, or freedom from corruption [2]. [27] studied a model of public service motivation that is linked to performance and achievement. The research results are inconsistent with research findings [28], [29], [32], [55], [56] which found that high motivation for public services provided will increase employee performance.

The Effect of Competency on Employee Performance

The research results show that competency has a significant effect on employee performance. Competency is the ability to carry out or carry out a job or task that is based

on skills and knowledge and supported by the work attitudes required by the job. Boyatzis in [57] said that competence describes characteristics that are related to superior and/or effective performance at work. A similar opinion was expressed [2] that competence is what people bring to a job in the form of different types and levels of behavior. Competencies determine aspects of the job performance process.

A person's performance can be improved if there is a match between work and abilities [5]. Individual ability refers to an individual's capacity to perform various tasks in a job. Competency influences employee performance. An employee who has high competence such as knowledge, skills, abilities and attitudes appropriate to the position he holds is always encouraged to work effectively, efficiently and productively. This happens because the competence possessed by the employee concerned is increasingly able to carry out the tasks assigned to him. The research results are in accordance with and support the findings of [31], [38], [54], [58], [59] which state that competence has a significant effect on employee performance.

The Effect of Professionalism on Employee Performance

The research results show that professionalism has a significant effect on employee performance. Professionalism is the commitment of members of a profession to improve their professional abilities and continually develop the strategies they use in carrying out work in accordance with their profession. According to [57], work professionalism is a benchmark in assessing the effectiveness and efficiency of the performance of government agencies in implementing their work programs. Efforts to realize good governance require professionalism from government officials.

Organizational performance is a description of the results of an organization's work in achieving its goals which of course will be influenced by the resources owned by the organization [57]. The resources in question can be physical such as human resources or non-physical such as regulations, information and policies, to better understand the factors that can influence an organization's performance. Each organization can have its performance assessed using existing performance indicators to see whether the organization has carried out its duties well and to find out whether its objectives have been achieved or not [5]. Research that shows the significant effect of professionalism on employee performance includes [11], [12], [38], [54], [60].

The Effect of Public Service Motivation on Employee Performance Mediated by Professionalism

The research results show that public service motivation has a significant effect on employee performance mediated by professionalism. This means that professionalism acts as an intervening variable in the relationship between public service motivation and employee performance. Public service motivation is closely related to awareness of the positive impact resulting from the services provided to the community [48]. Professionalism is the commitment of members of a profession to improve their professional abilities and continually develop the strategies they use in carrying out work in accordance with their profession. According to [57], work professionalism is a benchmark in assessing the effectiveness and efficiency of the performance of

government agencies in implementing their work programs. Efforts to realize good governance require professionalism from government officials.

Organizational performance is a description of the results of an organization's work in achieving its goals which of course will be influenced by the resources owned by the organization [57]. The resources in question can be physical such as human resources or non-physical such as regulations, information and policies, so that we can better understand the factors that can influence an organization's performance. Employees of government institutions with high public service motivation will always be professional in carry out their service to the community, and ultimately will show good performance.

The Effect of Competency on Employee Performance Mediated by Professionalism

The research results show that competence has a significant effect on employee performance mediated by professionalism. Competency is the most demanded thing for someone who has worked in a government institution. Competency is often linked to the performance results achieved by the employees themselves [45].

Competency is the most demanded thing for someone who has worked in a government institution. Competency is often linked to the performance results achieved by the employee himself. This can be seen from the employee's ability to achieve work output, complete work on time, commitment to work, competence in accordance with institutional expectations, and having initiative in solving problems faced in each job [45]. According to [31] a person who has a high level of competence automatically produces good quality performance or output.

CONCLUSION

Fundamental Finding : Referring to the results of data analysis, it can be concluded that public service motivation and competence have a significant effect on professionalism. Competence has a significant effect on employee performance, while public service motivation does not have a significant effect on employee performance. Professionalism has a significant effect on employee performance. Regarding indirect effects, research findings state that professionalism plays a role as an intervening variable in the relationship between public service motivation and employee performance as well as employee competence and performance. Thus, the hypothesis states that public service motivation and competence have a significant effect on employee performance mediated by professionalism. **Implication :** The limitations of this research concern the research object which is only BPBD Jember Regency staffs, so that generalization of the results has not been achieved. Further research can be carried out with broader objects (regional or national). The next limitation relates to the need for a questionnaire that involves qualitative aspects to explain how public service motivation and competence effect employee professionalism and performance. **Limitation :** The findings of this research provide practical implications, namely that BPBD Jember Regency institutions are required to be able to manage aspects of public service motivation, competence and professionalism. These three aspects will become important capital for the BPBD Jember Regency agency to encourage optimal employee performance. As for the theoretical

implications, this research opens up opportunities for a future research agenda to develop existing concepts related to organizational behavior, especially professionalism and employee performance. **Future Research** : Further research can be carried out with broader objects (regional or national). The next limitation relates to the need for a questionnaire that involves qualitative aspects to explain how public service motivation and competence effect employee professionalism and performance.

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